



STEERING THE MONROE COUNTY MEASUREMENT VOYAGE MEANINGFUL MEASURERS

"There is no substitute for process knowledge"
W. Edward Deming



MOVING BEYOND HIGH PERFORMANCE



FIRST BUOY AGENDA

MEASUREMENT VOYAGE

- Welcome 9:30 – 9:45
- Team review 9:45 – 10:00
- Measurements review 10:00 – 11:00
 - What we found
- Break 11:00 – 11:15
- Create New Process 11:15 – 1:00
- Next Steps 1:00 – 1:25
- Closing 1:25 – 1:30



MEANINGFUL MEASURERS

- *Jovial Jeff, Team Facilitator*
- *Rockin Rob, Team Facilitator*
- *Sensational Sal*
- *Terrific Ty*
- *Roundtrip Reggie*
- *Bodacious Bob*
- *Turnaround Terri*
- *Dangerous Dan*
- *Romantic Robert*



Define

OPPORTUNITY STATEMENT

Opportunity

In support of the Sterling assessment results and the County Administrator's Direction, the Monroe County efforts to establish a uniform method to establish and collect performance measures is incomplete.

Linkage

1. Mission of providing outstanding public service
2. The Sterling criteria requires a process to select, collect, align, and integrate data and information to support daily operations.

Outcome

A systematic process which can be measured and continuously improved to facilitate development of the measurement system.

Alignment of all divisions metrics to support the management review process.

Data driven decision making



CHARTING THE COURSE THE POWER OF ASSESSMENT

Measures are a prerequisite for improvement:

- Measures allow us to set clear goals and monitor trends
- Measures show how effectively we use resources
- Measures allow us to see how effectively we are achieving our goals
- They provide the data that allow us to identify opportunities for improvement
- Measures focus people's attention:
..... ***what gets measured gets done!***



CHARTING THE COURSE THE POWER OF ACHIEVEMENT

- Easy = often provides poor information e.g., number of calls = **easy**
- Nice = selected to demonstrate good results e.g., number of calls answered by third ring = **nice**
- Right = selected because performance matters e.g., customer complaint resolution time = **right**

Right measures are often difficult to collect and may be embarrassing because they accurately indicate poor performance.



WHAT DID WE FIND?

- Fairfax County, Va. 4 step method
 - Review existing mission and goal
 - Identify service you provide define key aspects/activities
 - Define service objectives (what will be accomplished in the next year) *Create an objective statement*
 - Identify indicators that show progress on the objectives
 - Output
 - Efficiency
 - Quality
 - outcome
- Positive
 - Defined process
 - Can apply to all departments
 - Efficiency and quality included
- Negative
 - Missing strong link to mission
 - Who's responsible is missing
 - How do we improve each year?



WHAT DID WE FIND?

- Florida Dep Rev
 - Align to Mission vision values
- Pos
 - Formal process
 - Cross functional involvement
- Neg
 - Complicated



WHAT DID WE FIND?

- Florida Benchmarking Consortium
- Flbenchmark.org
 - Group of local governments that share measures to each other to benchmark
 - Low cost to join
- Positive
 - Comparisons to Florida local governments
- Negative
 - Not all items/measures are the same
 - Different issues in Monroe County



WHAT DID WE FIND?

■ City of Orlando

- Started as a outsourcing study with comparison of private vs. public costs
- Established measures to contract common services
- Evolved City wide
- Tried to answer the question "How much does our product cost?"

■ Positive:

- Got good data for limited number of activities
- Improved operations at the lowest level

■ Negative:

- Bottom up instead of top down
- No alignment within City
- Micro vs. Macro



EFFECTIVE MEASUREMENT THE POWER OF INVOLVEMENT

- The effectiveness of a *right* measure can be evaluated by assessing how well it is...
 - Related to customer and business requirements.
 - Defined by activities of work process operations.
 - Practical to collect and analyze.
 - Able to drive desired performance results.
 - Understood by people in the process.
 - Used to improve work process performance.
 - Used to recognize team or individual contributions.
- Measure to learn, don't measure to report**



KEY INDICATORS FOR MONROE COUNTY

County Level

Timely (cycle time)

% issues solved

cost per unit of
service, Progress of
long term plans

Operations Level

Absenteeism

Turnover

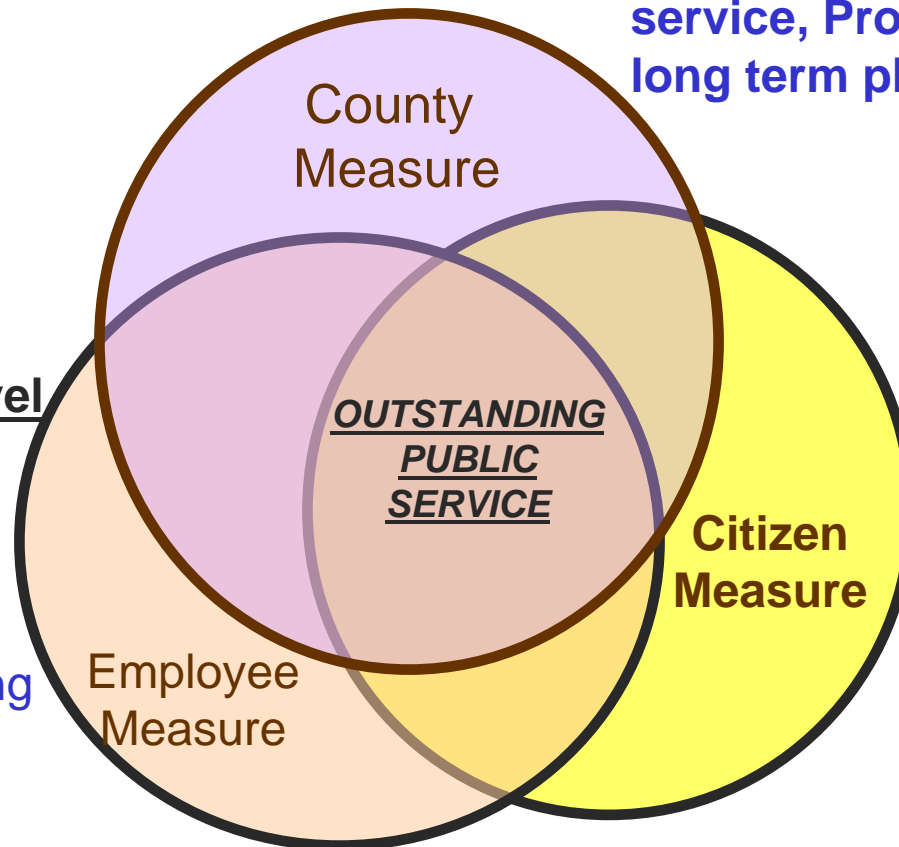
% Satisfaction

360 Feedback

Levels of Training

Efficiency &

Effectiveness



Business Level

Resolution time
(cycle time)

availability of service,
% satisfied

% of complaints or
compliments

Values = Desired Organizational Behavior



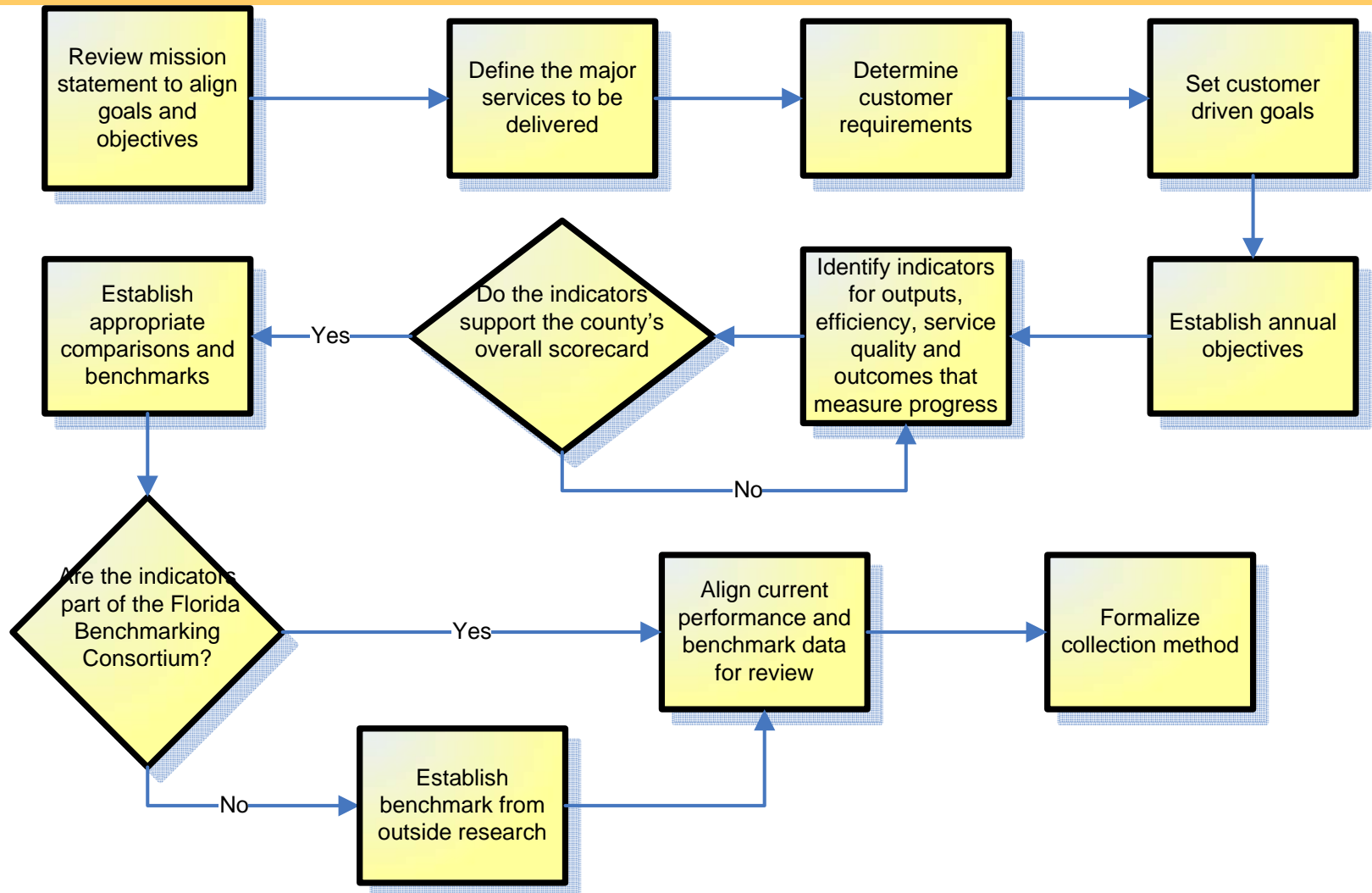
BREAK TIME

Enjoy Your Break!

We'll see you back in 15 minutes.



THE MEASUREMENT PROCESS





NEXT MEETING –

- Homework – Use the proposed process on some your own operation – pilot test it
 - Call if need to Rob 850-668-4746 or Jeff 518-424-0505
- Can someone confirm the meeting room?
 - Ty/Mayra will get room in Marathon
 - Aug 24 – 9:30am
- Let's Prepare our Agenda
 - Finalize process flow
 - Prepare for Commission presentation on 9/20
- Confirm our Agenda



CONTINUOUS IMPROVEMENT

What did we do well and what could we add to improve your knowledge.

WWW

Made progress on flow
Computer visio
Pushed team made better progress
Good benchmark data
Stayed on track

OFI

Better e-mail
Not all did homework